

MORI/CDF

13 JUN 1974

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : COINS Training Program

REFERENCES : (a) Memo from COINS Project Manager, NSA  
(COINS/046-74) to DTR dtd. 31 Jan 74,  
subj.: Development of a Formal Training  
Program for COINS Users

(b) Ltr. from PFIAB to DCI, dtd. 25 Sept 73,  
same subj.

(c) Ltr. from DCI to PFIAB, dtd. 8 Dec 73,  
same subj.

1. Action Requested: It is requested that you approve a training program for COINS (Community On-line Intelligence System). This request is found in paragraph 8.

2. Basic Background: Reference (a) requests the Director of Training, CIA, to develop "...a community-wide COINS formal training program." The intent of this request was that OTR/ISTP would prepare the training plan for the program. Discussions and other factors also strongly implied that when the training plan was approved and authorized, the Information Science Training Program staff of OTR would be the likely choice to operate the program for the Community. However, the only 25X1 commitment was to prepare a COINS Training Program.

3. The need for a formal COINS Training Program has been recognized and has been under active discussion for several months by the COINS Project Manager; the COINS User Support Committee; [redacted] Special Assistant to the DCI; Mr. Nate Fitts, Acting Chairman of the USIB Information Handling Committee; the CIA COINS Sub-system Manager; [redacted] COINS Program Manager, Office of Assistant Secretary of Defense for Intelligence; [redacted] and others. There is also continuing pressure from the President's Foreign Intelligence Advisory Board, the Assistant Secretary of Defense for Intelligence, and the IC Staff, for major improvements and review of the entire COINS Project, including training, as indicated by references (b) and (c).

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25X1 In addition there is a real need for such training if the COINS System  
 25X1 is to achieve reasonable application and use. It is believed that  
 [ ] will make major recommendations to the DCI on the future of  
 COINS, by the end of June. The COINS Training Program is one of the  
 inputs which [ ] will consider in developing his recommendations.

4. The proposed COINS Training Program makes it clear that while OTR has the essential terminal and classroom facilities to initiate this program, it cannot provide the staff of four instructors and one secretary which are needed. It proposes that the source of this staff should be: one instructor and a secretary from CIA, two instructors from DIA, and one instructor from NSA.

5. In addition to existing classroom and equipment facilities, office space for the five staff members will be required. Also about 1200 square feet of space for terminal installation (similar to the existing DIAOLS terminal room) will probably be required for modification and equipment installation during FY 1975, in order to be ready for use in FY 1976. Depending on the level of COINS training which finally evolves, the need for a separate COINS terminal facility may be delayed, and an adequate number of terminals may be provided by installing four more terminals in the existing secure terminal room. Financial resource requirements, which provide for domestic and overseas training activity as well as extensive facility development, are stated in the Plan (page 10) as follows:

#### COINS Training Budget FY 1975

<u>Subobject Class and Description</u>	<u>Amount</u>
2111 TDY Domestic (2 persons, 1 trip)	\$1,500
2113 TDY Overseas (2 persons, 1 trip)	3,000
2135 Local Travel	2,000
2141 Telephone	2,000
2540 Contractual Services Non-Government (Facility rearrangement and other services)	15,000
2600)	
3100) Property - PRA (purchase of 10 terminals @ \$10,000 each, required for COINS training in FY 1976)	100,000
	<u>\$123,500</u>

The COINS Training Plan assumes that the above COINS training costs will be provided from Community resources, i.e., the COINS Project Office or IC Staff. The present OTR budget, which does not include the off-site training and facility modifications, provides the following:

OTR COINS Training Budget FY 1975

2135	Additional local travel for coordination of course material, initial collection of file data, etc.	\$2,000
2540	Rearrangement or new facilities and terminal installation. Wiring.	10,000
		<u>\$12,000</u>

6. There are three major problems with the COINS system:

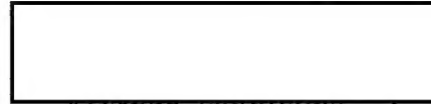
- ° The need for formal user training to develop the skills necessary to apply COINS to intelligence tasks. Without effective user training the system cannot be used effectively or efficiently.
- ° The design of the system is inherently complex and difficult to use. It is remote-batch rather than time-sharing, and involves a mixture of file structures and computer query languages. This makes it difficult to teach and to use, and constrains its practical application.
- ° Overall management of the project has been a continuing problem.

Both the design and the management problems impact on the effectiveness of a COINS Training Program. If OTR were assigned the Training Program, it would have no control over the other two problems. We might have the difficult task of trying to train and motivate users in a system of marginal value. On the other hand, it is quite possible that action will be taken to correct both the design and management problems and OTR would have the important role of providing Community training for the major Community information system.

7. It is likely that any decision on the COINS Training Program will be made as part of larger decisions on the future of the entire COINS project. If this is the case, then there will either be no COINS and no Training Program, or the Training Program will be part of a revitalized COINS project.

8. Recommendation: It is requested that you approve the attached COINS Training Program and memo of transmittal, for signature by the Director of Training.

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Alfonso Rodriguez  
Director of Training

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Att

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APPROV



*For the DDA, who has reviewed it*

DISAPPROVED: \_\_\_\_\_

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